

## Exhibit 300: Capital Asset Summary

### Part I: Summary Information And Justification (All Capital Assets)

#### Section A: Overview & Summary Information

**Date Investment First Submitted:** 2009-06-30  
**Date of Last Change to Activities:** 2012-07-27  
**Investment Auto Submission Date:** 2012-02-27  
**Date of Last Investment Detail Update:** 2012-02-27  
**Date of Last Exhibit 300A Update:** 2012-02-27  
**Date of Last Revision:** 2012-08-22

**Agency:** 184 - U.S. Agency for International Development  
Development

**Bureau:** 15 - Agency for International

**Investment Part Code:** 01

**Investment Category:** 00 - Agency Investments

**1. Name of this Investment:** Phoenix - Financial Management System

**2. Unique Investment Identifier (Ull):** 184-000000005

#### Section B: Investment Detail

- 1. Provide a brief summary of the investment, including a brief description of the related benefit to the mission delivery and management support areas, and the primary beneficiary(ies) of the investment. Include an explanation of any dependencies between this investment and other investments.**

Phoenix is USAID's single, worldwide accounting system, operational in headquarters and in missions overseas. It is a federally compliant and secure financial management system that allows Agency staff to analyze, manage and report on foreign assistance funds. Phoenix is USAID's accounting system of record and the basis for the Agency's financial statements and reporting. As the cornerstone of USAID's financial operation, Phoenix aligns with other Agency initiatives; the system is currently interfaced with several USAID and US Government IT solutions, and supports emerging needs presented by changes to USAID's IT portfolio. The Phoenix system and related financial reports are used primarily by financial management staff at USAID. Operational effectiveness of the financial system and reports reduces the amount of time these employees need to spend manually accounting for USAID money, and allows them to shift their focus toward more value-add activities. Sound financial data and useful financial reports also benefit USAID staff at all levels who rely on this information to make programmatic decisions. Because most of USAID's "on the ground" foreign assistance work is done by funding implementing partners, sound financial management is essential to the entire foreign assistance program cycle, from knowing what funding is available for planning purposes, to obligating and monitoring pipeline of awards, to making sure that payments are correct and made in a timely manner. In addition, good financial management

and transparent reporting benefits stakeholders outside of the Agency who have an interest in knowing how foreign assistance funds are allocated, including other governments, multi-lateral organizations, Congress and US taxpayers.

**2. How does this investment close in part or in whole any identified performance gap in support of the mission delivery and management support areas? Include an assessment of the program impact if this investment isn't fully funded.**

The Phoenix system is essential to Agency operations. Successful implementation of Phoenix enabled USAID to achieve a clean audit opinion on its financial statements, and was recognized by USAID's Office of the Inspector General as an important factor in removing financial management from its list of significant concerns. The primary objective of the Phoenix program at this stage in the system life cycle is to maintain and build upon this strong record of performance. Through taking new software releases, implementing new process and financial reporting enhancements, and developing new interfaces with other systems and tools, Phoenix continues to meet new requirements and help USAID staff work more efficiently. The majority of the budget requested is for essential operating costs. The level requested for FY 13 already reflects a reduction imposed across the agency's IT portfolio, in anticipation of an austere budget year. Further reductions would present significant risk to the integrity of USAID's financial operations. Without full funding, the program will be forced to cut back on core activities essential to maintaining the current level of system performance. Internal and external stakeholders would not receive all the outputs they need, such as reports, software updates to correct problems or meet new regulatory requirements, and help desk support. In addition, much of the operational work involves testing for essential processes, system security support, and responding quickly to incidents. Lack of funds to thoroughly do this work would increase risk of interruption to Agency financial operations, risk of security incidents such as PII or data leaks, and risk of errors to the Agency's accounting in Phoenix, transaction journals, or General Ledger. DME funding will primarily be used to update the software to a more current version and to address high-priority needs voiced by USAID staff (and remedial audit findings). Because this work will be necessary sooner or later, delays due to lack of funding would increase scope and cost in future years. For example, if USAID is not funded to upgrade Phoenix in FY 2013, the Agency would need to implement a larger-scale upgrade in the following fiscal year (which is in direct opposition to the spirit of the 25 Point Plan and M-10-26).

**3. Provide a list of this investment's accomplishments in the prior year (PY), including projects or useful components/project segments completed, new functionality added, or operational efficiency achieved.**

In FY 2011, the Phoenix Program made incremental enhancements to Phoenix, financial reports, and interfaces with other systems. Some specific activities include: Development of a new interface with USAID's travel management system, which is currently being deployed worldwide; implementation of new functionality in the Momentum 6.3 release that was implemented in 2010, such as payment notifications to vendors and a new "relationship edits" feature to improve accuracy of data; recommendation and implementation of Accounts Receivable process improvements; centralization and automation of payroll posting process for USAID's foreign national employees; accounting system and reporting changes to support a major Agency organizational change; and creation of several new financial reports, including reports to help USAID staff monitor payroll and funding status.

**4. Provide a list of planned accomplishments for current year (CY) and budget year (BY).**

With the reduction of O&M funding and the elimination of DME budget, planned accomplishments for FY 2012 will be reduced to focus on essential system operation and to complete high priority system enhancements previously started in FY2011. These include: Deploying a new tool that will allow USAID to "tag" financial transactions in order to meet custom monitoring and reporting needs; Initial planning in preparation for the system upgrade in FY 2013; integration of a new online tool that will help USAID reconcile its Fund Balance with Treasury; and work on system change to comply with the new Governmentwide Treasury Account Symbol Adjusted Trial Balance System (GTAS). Planned work for FY 2013 includes ongoing system support to maintain service levels, as well as regular releases and incremental enhancements to meet evolving stakeholders needs. There are two significant DME projects planned for FY 2013: First, USAID will upgrade the baseline Momentum software in FY 2013 in order to stay on supported software, keep Phoenix aligned with Agency hardware and software standards, adhere to federal requirements and systems such as Dept. of Treasury Payment Application & Modernization project, ensure regulatory compliance, and address emerging security risks. Upgrading at this time will also enable USAID to be on the same software version as the Dept. of State, and synchronize with upgrades to interfaced systems, including the Agency's procurement system. Future baseline software releases will include a number of enhancements that meet USAID and Department of State's specific needs, some of which had previously been handled via customizations. Implementing a newer release will enable USAID's implementation of Momentum to be closer to baseline, thus allowing USAID to better comply with OMB guidance and reduce risk and total cost of ownership of Phoenix. USAID's last major system upgrade was to Momentum 6.3 in June 2010. Second, in addition to the next software upgrade, in FY 2013 USAID will implement improved invoicing solution. Managing vendor invoices and payments is a source of significant workload and cost for USAID. An automated invoicing solution will reduce transaction cost, improve accuracy of payment and accounting data, better align USAID with other Federal agencies, and help USAID comply with new Federal mandates.

**5. Provide the date of the Charter establishing the required Integrated Program Team (IPT) for this investment. An IPT must always include, but is not limited to: a qualified fully-dedicated IT program manager, a contract specialist, an information technology specialist, a security specialist and a business process owner before OMB will approve this program investment budget. IT Program Manager, Business Process Owner and Contract Specialist must be Government Employees.**

2009-08-24

## Section C: Summary of Funding (Budget Authority for Capital Assets)

1.

Table I.C.1 Summary of Funding

	PY-1 & Prior	PY 2011	CY 2012	BY 2013
Planning Costs:	\$0.0	\$0.0	\$0.0	\$0.0
DME (Excluding Planning) Costs:	\$0.0	\$0.5	\$0.0	\$3.2
DME (Including Planning) Govt. FTEs:	\$0.0	\$0.0	\$0.0	\$0.0
Sub-Total DME (Including Govt. FTE):	0	\$0.5	0	\$3.2
O & M Costs:	\$0.0	\$10.3	\$10.5	\$10.5
O & M Govt. FTEs:	\$0.0	\$0.1	\$0.1	\$0.1
Sub-Total O & M Costs (Including Govt. FTE):	0	\$10.4	\$10.6	\$10.6
Total Cost (Including Govt. FTE):	0	\$10.9	\$10.6	\$13.8
Total Govt. FTE costs:	0	\$0.1	\$0.1	\$0.1
# of FTE rep by costs:	0	1	1	1
Total change from prior year final President's Budget (\$)		\$-2.5	\$-1.7	
Total change from prior year final President's Budget (%)		-18.64%	-13.61%	

**2. If the funding levels have changed from the FY 2012 President's Budget request for PY or CY, briefly explain those changes:**

Due to agency-wide budget cuts, the funding allocated for this investment were reduced in FY2011 and FY2012.

## Section D: Acquisition/Contract Strategy (All Capital Assets)

Table I.D.1 Contracts and Acquisition Strategy

Contract Type	EVM Required	Contracting Agency ID	Procurement Instrument Identifier (PIID)	Indefinite Delivery Vehicle (IDV) Reference ID	IDV Agency ID	Solicitation ID	Ultimate Contract Value (\$M)	Type	PBSA ?	Effective Date	Actual or Expected End Date
Awarded	7200	<a href="#">AIDCIOC0800002</a>									
Awarded	7200	AIDCIOM1000001	SAQMMA10A0058	7200							
Awarded	7200	<a href="#">AIDCIOBC1100006</a>	AIDCIOE1100002	7200							

**2. If earned value is not required or will not be a contract requirement for any of the contracts or task orders above, explain why:**

Phoenix is in Steady State. Earned Value Management was used for the last system upgrade in 2010, but is not currently used for steady-state work. The majority of the work currently performed is predictable and low-risk in terms of schedule and cost. While small incremental system and reporting enhancements are planned, the low budget and level of risk for each of these projects places them well below the recommended threshold for Earned Value reporting. These small, short-term projects are managed using more direct, tailored methods that incorporate some of the ANSI/EIA Standards (work breakdown structure, integrated master schedule, milestones, project budget, etc), but provide more timely feedback than is provided by formal EVM calculations. USAID will most likely use EVM to manage the system upgrade planned for FY 2013, unless the Agency's CIO recommends a different investment management approach.

## Exhibit 300B: Performance Measurement Report

### Section A: General Information

**Date of Last Change to Activities:** 2012-07-27

### Section B: Project Execution Data

**Table II.B.1 Projects**

Project ID	Project Name	Project Description	Project Start Date	Project Completion Date	Project Lifecycle Cost (\$M)
1	Obligation Tagging (Phase 1)	A new obligation tagging tool will enable USAID staff to "tag" financial transactions in a system outside of Phoenix, for tracking and reporting purposes. USAID Missions have frequently voiced the need for a system that would enable them to track mission-specific data that is not captured in the accounting system. This would enable staff to report on financial pipeline without doing significant re-work each quarter to manually generate reports.			
7	Preliminary Planning for Phoenix Upgrade	Initial planning for the next major upgrade of the baseline software. This project includes reviewing release schedules and features with the vendor, coordinating with other USG agencies that use the same COTS product, and deciding upon the software version and deployment timeline. The upgrade is currently planned for FY 2013.			

Table II.B.1 Projects

Project ID	Project Name	Project Description	Project Start Date	Project Completion Date	Project Lifecycle Cost (\$M)
9	Obligation Tagging (PhoenixMAPPR) Phase 2	USAID has successfully deployed the first version of PhoenixMAPPR (obligation tagging tool) to several overseas missions. USAID will develop and deploy the next version of the tool, PhoenixMAPPR 1.1, which contains enhancements based on user requests.			

Activity Summary

Roll-up of Information Provided in Lowest Level Child Activities

Project ID	Name	Total Cost of Project Activities (\$M)	End Point Schedule Variance (in days)	End Point Schedule Variance (%)	Cost Variance (\$M )	Cost Variance (%)	Total Planned Cost (\$M)	Count of Activities
1	Obligation Tagging (Phase 1)							
7	Preliminary Planning for Phoenix Upgrade							
9	Obligation Tagging (PhoenixMAPPR) Phase 2							

Key Deliverables

Project Name	Activity Name	Description	Planned Completion Date	Projected Completion Date	Actual Completion Date	Duration (in days)	Schedule Variance (in days )	Schedule Variance (%)
1	Gather Requirements	Gather requirements; conduct demonstrations and consultations with key stakeholders; deliver functional requirement document and user guide document.	2011-10-25	2011-09-13	2011-09-13	57	42	73.68%
7	Momentum Financials release assessment	Assess next major releases of Momentum to	2011-12-31	2012-03-17	2012-03-21	30	-81	-270.00%



Key Deliverables								
Project Name	Activity Name	Description	Planned Completion Date	Projected Completion Date	Actual Completion Date	Duration (in days)	Schedule Variance (in days )	Schedule Variance (%)
7	Phoenix Upgrade Planning	determine which release contains enhancements and changes most relevant to USAID.  Begin project planning for Phoenix Upgrade, including consultation with stakeholders; identifying integrated project team; developing project WBS and schedule; developing detailed budget; identifying and documenting any project risks; and developing procurement plan for any necessary hardware, software or services not already contracted by USAID.	2012-06-30	2012-08-31		179	-62	-34.64%

## Section C: Operational Data

Table II.C.1 Performance Metrics

Metric Description	Unit of Measure	FEA Performance Measurement Category Mapping	Measurement Condition	Baseline	Target for PY	Actual for PY	Target for CY	Reporting Frequency
Average user satisfaction with the Phoenix system (not including financial reports or network performance factors), as reported on anonymous surveys, on a scale of 1 to 5	Number (1-5)	Customer Results - Service Quality	Over target	3.930000	3.500000	3.930000	3.900000	Semi-Annual
Percentage of help desk tickets resolved within 24 working hours. (Measured during standard USG working hours, not including tickets waiting on customer response or external third party.)	%	Customer Results - Timeliness and Responsiveness	Over target	89.300000	0.000000	0.000000	88.000000	Monthly
Percentage of planned uptime during which Phoenix is available to users.	%	Technology - Reliability and Availability	Over target	99.780000	99.000000	99.780000	99.000000	Monthly
Percentage of days on which current financial reporting data is available (reflecting transactions through the prior day, or more recent).	%	Technology - Efficiency	Under target	0.000000	0.000000	0.000000	98.000000	Monthly
Percentage of critical incidents that are responded to within three hours.	%	Process and Activities - Cycle Time and Timeliness	Over target	100.000000	100.000000	100.000000	100.000000	Quarterly